

Farm & Foreign Agricultural Services

Strategic Management of Human Capital

Executive Summary (FY04 QTR 3)

Strategic Alignment

- FSA HR is supporting the implementation of the Budget & Performance-based Management System (BPMS) / Logic Model; and facilitated the inclusion of two Human Capital Management measures supporting the programmatic goals of FSA. The model will provide data to effectively meet one of the major 'Proud-To-Be' milestones – SES, Manager, and employee linkage to their Performance Plans.
- FAS and RMA have included human capital management initiatives in their respective long term (draft) Strategic Plans.
- FFAS Human Resources remains active regarding the major USDA Human Capital Plan review and update for FY 2004-2008.
- All FY04 improvement goals identified in the USDA/FFAS Human Capital Plan are completed or progressing satisfactorily through the third quarter of 2004.

Organization Efficiency

- FSA remains supportive with OCIO regarding the IT Convergence project.
- RMA continues to review its IT structure to improve its overall support of the agency.
- FSA continues to be supportive, along with RD and NRCS, in the USDA Restructuring Plan involving six Administrative Convergence initiatives:
 - Complete: Centralized DEU, Worker's Comp Admin contract
 - Progressing: E-Learning, Quick Hire, T&A Web System, Retirement Calculator
- FSA, RMA and FAS continue to play a role in the e-learning initiatives of the USDA.
- FSA implemented the Farm Business Plan, a new web-based financial analysis tool, and provided timely and effective employee/user training nationwide in May.

Leadership Development and Succession Planning

- FSA has completed the design and format of the Farm Loan Chief Training Program with a planned kick off scheduled in the 4th Quarter.
- The FFAS Workforce Analysis Planning and Succession is scheduled for RMA, FAS and FSA during the 4th Quarter.
- The (draft) Training & Development Strategy, focusing on reduction of skills gaps and leadership succession, has been completed; and will be reviewed in June.

Performance Management

- Agency mission / Strategic Plan linkage to the SES and GS 14/15 managers performance plans in RMA, FAS and FSA is progressing on schedule. Sample submissions to the Department have received positive remarks.
- FSA leadership continues to incorporate the Performance Management Culture Model to aid in the long-term effort to transform its performance culture. Survey results have facilitated the management team to review the overall appraisal process and rewards & recognition programs.
- HR hosted its Annual Info Fair, "*Working with You*" in May sharing vital information to FFAS employees regarding their benefits and flexibilities, e.g., retirement benefits, worklife programs, training & development opportunities, flex work schedules, and HRD's improved web site, etc.

Diversity Management

- The FFAS Recruitment Strategy has been reviewed by the HR team during an intensive 2-day working session that discussed targeting specific universities and outreach sources, the utilization of Career / Student Intern Programs and other 'feeder' organizations that address current and future mission critical occupations.
- FFAS HR has launched its Summer Recruitment Program that maximizes the use of the various student intern programs to acquire aspiring employees to begin developing a talent pool for future mission critical occupations, while concentrating on Hispanic, Asian American and Native American candidates.
- The FFAS Year To Date (YTD) Minority Profile reflects the following status compared to the Relative Civilian Labor Force (RCLF) / Civilian Labor Force (CLF) statistics regarding the representation of the 5 major minority profiles trended by the Department:
 - For Minority New Hires and Total Agency Workforce through 5/24/04:
 - FSA is on or above all 5 profiles with 142 new hires; 3 of 5 re: total agency workforce
 - FAS is on or above 3 of the 5 profiles with 20 new hires; 4 of 5 re: total agency workforce
 - RMA is on or above 1 of the 5 profiles with 6 new hires; 3 of 5 re: total agency workforce
 - Overall, FFAS is on or above 9 of 15 (5 per agency) profiles with 168 new hires YTD.
 - For Disabled New Hires through 5/24/04:
 - All three agencies continue to exceed the Department's average hiring rate (4.35%), but are below the 7.8% Hiring Rate.
 - The FFAS overall Hiring Rate through 5/24/04 is 6.08%.
- All agencies continue recruiting and retention efforts for Hispanic, Native American, and Asian American employees.
- RMA is sponsoring one student from the Washington Internship for Native Students (WINS) who is working primarily with the Risk Management Services Division in HQ.

Talent Management

- HR continues to focus its Recruitment, Diversity, Training & Development, Succession, and Retention Plans to address and reduce the skills gaps in Mission Critical Occupations and Leadership Positions
- The (draft) Training & Development Strategy, focusing on reduction of skills gaps and leadership succession, has been completed; and will be reviewed in June.
- RMA instituted a web-based training program for Phase 2 Loss Adjustment
- FAS conducts annual skills assessments to ensure employees have the critical skills to accomplish their mission and goals
- FSA headquarters made available 1200 courses as part of the USDA Learning Management System (AgLearn), linked to GoLearn.gov.

Date: 06/03/04

Prepared by: Joe Migyanka (202-418-9083) Human Capital Management, HRD

The Proud-To-Be Document

Initiative: Strategic Management of Human Capital

Farm & Foreign Agricultural Services

Status for FY 2004, Quarter 3

OMB criteria 1: Human capital strategies are linked to agency mission and goals

In support of the USDA/FFAS Human Capital Plan for FY03-07, each Mission Area Agency has included in its Strategic Plan and/or Annual Performance Plan, significant Human Capital objectives. All FY04 improvement goals identified in the USDA/FFAS Human Capital Plan are completed or progressing satisfactorily through the third quarter of 2004. For FY 2004, HR has identified 43 projects to support the accomplishment of agency programmatic goals. The Q3 review indicated that 7 projects are currently completed and the others are on schedule. Priority projects scheduled for the remainder of the third quarter and fourth quarter involve completion of the Training & Development Strategy that addresses the skill gaps in mission critical occupations and leadership succession plans, updating the workforce plan and facilitating SES, Manager, and employee linkage to their Performance Plans.

Furthermore, FSA HR is supporting the implementation of the Budget & Performance-based Management System (BPMS) / Logic Model; and facilitated the inclusion of two Human Capital Management measures supporting the programmatic goals of FSA, reduce cycle time to fill vacancies and reduce %of skills gaps in mission critical occupations. The model will provide data to effectively meet one of the major 'Proud-To-Be' milestones – SES and Manager linkage to their Performance Plans.

FAS and RMA have included human capital management initiatives in their respective long term (draft) Strategic Plans. FFAS Human Resources remains active regarding the major USDA Human Capital Plan upgrade for FY 2004-2008.

OMB criteria 2: Organization is restructured as appropriate to provide optimal service at lowest cost and respond to changing business needs; strategies include redeployment, de-layering, competitive sourcing, and E-Gov

Of the six initiatives, the administration of the Workers' Compensation Program has been successfully contracted, thus efficiently streamlined, and the Delegated Examining Unit function has been successfully centralized. The other four are in various stages of progress (E-Learning, Quick Hire, T&A Web System, Retirement Calculator).

RMA and FAS continue to review their organizational structures to identify opportunities for improvement. RMA continues to review its IT structure to improve its overall support of the agency. Additionally, FSA is directly supportive with the IT Convergence project and coordinating their efforts with OCIO. FSA estimates the transfer of function will involve approximately 275 IT personnel. The purpose of IT Convergence is to create a more efficient IT organization that can effectively aid the Service Center Agencies' business needs, support prior and future infrastructure projects, and be more efficient and coordinated for our public customers.

FAS merged the Strategic Planning unit with the Budget division, increasing the attention on Budget and Performance Integration initiatives.

FSA, RMA and FAS continue to play a role in the e-learning initiatives of the USDA. The USDA Learning Management System (AgLearn) was linked to GoLearn in May 04; and the use of web-

based training has demonstrated increasing usage, especially in the field locations. FSA headquarters has purchased user licenses to access all 1200 courses.

FSA implemented the Farm Business Plan, a new web-based financial analysis tool, and provided timely and effective employee/user training nationwide in May.

OMB criteria 3: Continuity of leadership and knowledge is assured through succession planning and professional development

The preliminary FFAS Workforce Analysis (adapted from the Department-wide model) completed in FY03 remains the focal point for the strategic management of human capital in the Mission Area. The Training & Development Strategy is focused to address the skills gaps in 27 Mission Critical Occupations and the succession or continuity concerns for 24 Leadership Positions.

The FFAS Workforce Analysis review and update for years 2004-2008 is under development and scheduled to be completed in the 4th Quarter. This data will drive the development of the FY 2005 Recruitment and Training & Development Plans.

FSA has completed the design and format of the Farm Loan Chief Training Program; and a planned kick off is scheduled in the 4th Quarter. FAS has institutionalized its Leadership Rotation Program (with GS-14/15 managers) that supports leadership development and succession planning of agency leadership.

The USDA Human Capital Scorecard is used to track and trend the leadership talent (back-up) pool for each career SES position at each agency. The current ratio of the number of back-ups to the number of SES leaders remains less than 1 to 1 against a target of 3 to 1. RMA has included this metric in its Strategic Plan emphasizing the importance of leadership development and succession planning. In addition, the FFAS Training & Development Strategy defines specific actions to increase the back-up or talent pool of agency leaders.

Where applicable, an FFAS representative(s) on the USDA e-Learning team will coordinate IT investments related to training and development activities. This is evident with the recent developments with AgLearn.

OMB criteria 4: Performance appraisals for 100% of SES and managers (GS-14 and above) link to agency mission

FFAS has applied the SES Performance Appraisal System submitted by the Department that includes leadership/management, mission results, and civil rights as the mandatory critical elements. RMA, FSA and FAS participated in the training provided by HR to facilitate the linkage to their Performance Plans. HTI is currently working with Performance Management, Benefits & Awards to offer specific guidance to the GS 14-15 managers (approximately 400 employees) to identify and include specific performance measures that are directly linked to the respective agency's Strategic Plans. Agency mission / Strategic Plan linkage to the SES and GS 14/15 managers performance plans in RMA, FAS and FSA is progressing on schedule to meet the July Proud-to-Be date. Also, sample submissions to the Department have received positive remarks.

OMB criteria 5: Workforce is diverse, including mission critical occupations and leadership; agency consistently measures and works to sustain diversity

In unison with the Recruitment and Training & Development Strategies, based on the Workforce Analysis, diversity issues have been addressed and minority representation data are assessed routinely as are the compliance factors.

Applying the results of the Workforce Analysis, HR and senior leaders have identified several recruiting activities to incorporate into the annual Recruitment, Training & Development, and Diversity Plans. For example, leaders getting more involved in career fairs, developing selection

criteria and reviewing long-term recruitment strategies. For instance, the FFAS Recruitment Strategy has been reviewed by the HR team during an intensive 2-day working session that discussed targeting specific universities and outreach sources, the utilization of Career / Student Intern Programs and other 'feeder' organizations that address current and future mission critical occupations. Also, FFAS HR has launched its Summer Recruitment Program that maximizes the use of the various student intern programs to acquire aspiring employees to begin developing a talent pool for future mission critical occupations, while concentrating on Hispanic, Asian American and Native American candidates.

The FFAS agencies continue to provide recruitment competency training to members of their Recruitment Committees and the Civil Rights Special Emphasis Program Managers who assist with recruitment outreach activities. HR continues to promote the agencies to attract candidates targeted for mission critical occupations where skills gaps have been identified. In addition, the tasks and activities of the Recruitment Teams for FY04 have been defined for the second half of the FY and recruitment activities are leveraged with USDA/OPM sponsored activities to ensure economies of scale, e.g., job fairs at minority universities, etc. A detailed business plan / budget has been approved by the FSA Administrator to engage the FY 2004 Regional Recruitment Teams. All agencies continue recruiting and retention efforts for Hispanic, Native American, and Asian American employees.

The FFAS Year To Date (YTD) Minority Profile reflects the following status compared to the Relative Civilian Labor Force (RCLF) / Civilian Labor Force (CLF) statistics regarding the representation of the 5 major minority profiles trended by the Department:

- For Minority New Hires and Total Agency Workforce through 5/24/04:
 - FSA is on or above all 5 profiles with 142 new hires; 3 of 5 re: total agency workforce
 - FAS is on or above 3 of the 5 profiles with 20 new hires; 4 of 5 re: total agency workforce
 - RMA is on or above 1 of the 5 profiles with 6 new hires; 3 of 5 re: total agency workforce
 - Overall, FFAS is on or above 9 of 15 (5/agency) profiles with 168 new hires YTD.
- For Disabled New Hires through 5/24/04:
 - All three agencies continue to exceed the Department's average hiring rate (4.35%), but are below the 7.8% Hiring Rate.
 - The FFAS overall Hiring Rate through 5/24/04 is 6.08%.

Of particular note, RMA is sponsoring a student from the Washington Internship for Native Students (WINS) who is working primarily with the Risk Management Services Division in HQ.

OMB criteria 6: Current and future skill gaps in mission critical occupations are identified and reduced

The agencies' Deputy Administrators identified skills gaps for Mission Critical Occupations (current and future) and our future leaders. Specific strategies have been incorporated into Recruitment, Diversity, Training & Development, Succession, and Retention Plans to meet the skills requirements of Mission Critical Occupations. These strategies will be used to drive the HR Implementing Projects over the next few years. For example, RMA has instituted a web-based training program for Phase 2 Loss Adjustment enhancing the mission critical skills necessary to efficiently and effectively administer their various programs.

FFAS has completed its Recruitment Strategy for FY 2005 – FY 2009 incorporating many of the trends identified in the Workforce Analysis. In addition, FAS conducts annual skills assessments to ensure employees have the critical skills to accomplish their mission and goals.

As part of the Mission Area's improvement initiative to address the low response to the Federal Human Capital Survey (only 42% of our polled employees feel we are able to recruit people with the right skills), HR has implemented various programs or processes. For example, the Employee Placement Survey measures both the service level of human resources in acquiring

skilled personnel and the quality of the new hire and their skills from the manager's perspective. Initial data indicates the quality of the new hire is adequate as is the human resources services level. But, the data reflects a need to improve the orientation of new hires to the organization. Another program that will be implemented is the exit interview, and will focus on the reason why employees leave and when. The results will drive future retention, recruitment and training initiatives.

OMB criteria 7: Human capital program is guided by measurable outcomes

FFAS routinely completes the Quarterly Activity Reports and associated Scorecard according to the USDA Human Capital Plan; and is communicated through the agency's strategic human capital council and the Intranet. Supporting measures used to ensure the implemented programs are meeting the intended end outcomes include:

- The HR Customer Satisfaction Survey to continuously improve HR processes
- The Job Placement Survey to track the quality of new hires
- The Exit Interview Survey to develop possible retention strategies
- The FSA DAM GALLUP survey to increase the mission-focused engagement of the workforce
- The FSA Performance Management Culture Survey that focuses leadership initiatives to improve a results-driven performance culture, e.g., individual performance appraisal review, awards & recognition

Because of the FSA implementation of the BPMS/Logic Model, refined HR strategies and intermediate outcome measures have been identified that ensure Human Capital investments, activities, and resources directly support all three agencies' accomplishment of their particular organizational goals.

OHRM criteria A: Other progress on Human Capital

- The FFAS Recruitment Strategy has been reviewed by the HR team during an intensive 2-day working session that discussed targeting specific universities and outreach sources, the utilization of Career / Student Intern Programs and other 'feeder' organizations that address current and future mission critical occupations.
- FFAS HR has launched its Summer Recruitment Program that maximizes the use of the various student intern programs to acquire aspiring employees to begin developing a talent pool for future mission critical occupations, while concentrating on Hispanic, Asian American and Native American candidates.
- FSA leadership continues to incorporate the Performance Management Culture Model to aid in the long-term effort to transform its performance culture. Survey results have facilitated the management team to review the overall appraisal process and rewards & recognition programs.
- HR hosted its Annual Info Fair, "*Working with You*" in May sharing vital information to FFAS employees regarding their benefits and flexibilities, e.g., retirement benefits, worklife programs, training & development opportunities, flex work schedules, and HRD's improved web site, etc.

OHRM criteria B: Planned Actions for Q3 FY 2004

- Complete the actions identified in the USDA/FFAS Human Capital Plan for FY04 Q4
- Ensure FY04 Performance Plan Agreement & Appraisal forms for all SES and managers (GS-14/15) link to the agency's mission
- Begin linking non supervisory employees' performance plans to the mission
- Continue to support the Budget & Performance-based Management System implementation
- Implement 'impact plans' relative to the results of the DAM GALLUP - 2004 survey

- Continue to implement action plans as a result of the OPM government-wide Federal Human Capital Survey
- Implement and communicate improvement plans relative to the results of the FSA Performance Management Culture survey
- Implement the FFAS Training & Development Strategy and the Recruitment Strategy; and review with Agency leadership
- Complete the FY 2005-2009 Workforce Analysis and incorporate into the FY 2005 Recruitment and Training & Development Plans.
- Identify specific human capital management and development objectives, key activities, and associated resources that are need to support agency accomplishment of programmatic goals
- Continue to collaborate with the agency Civil Rights offices to assure linkage to the Human Capital Plan

Date: 06/03/04

Prepared by: Joseph Migyanka (202-418-9083) Human Capital Management, HRD

HUMAN CAPITAL PLAN QUARTERLY ACCOUNTABILITY REPORT (QAR) (FY04 QTR 3)

Mission Area: Farm & Foreign Agricultural Services (FFAS)

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STATUS of Strategic Human Capital Management

Instructions: For each Human Capital Improvement Goal, please mark an "X" to report the general progress your agency has made relative to the established timelines of each action strategy. In addition, please provide a brief narrative on the steps the agency expects to take toward making progress. If any, identify best practices, current or future challenges that may impede your progress, and potential solutions to overcome those challenges. The narrative you provide may be used to facilitate discussions at HCAT Team meetings, HC forums, HRLC meetings, etc. Best practices identified will be shared with other agencies via the HC Web-site. OPM's *Human Capital Assessment and Accountability Framework* can be used as a reference.

1. Strategic Alignment and Human Capital Planning: Institute a practice of systematic human capital management that is aligned with the USDA and agency strategic plans, and integrated with budgets.

1.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Develop (i.e., either by developing a unique agency plan or adopting and modifying the Department's HC Plan) and begin implementing an HC Plan that includes a communications component. The agency plans should be developed by human resources (HR) in collaboration with agency leaders and managers and integrated with agency strategic plans to identify mission-critical and HC issues. **Timeline: 2nd Qtr FY03 with ongoing activities; 4th Qtr FY03 first HC Plan due with a review to be conducted the 1st Qtr of each FY**

STATUS: 3Q FY04 UPDATE: In support of the USDA/FFAS Human Capital Plan for FY03-07, each Mission Area Agency has included in its Strategic Plan and/or Annual Performance Plan, significant Human Capital objectives. All FY04 improvement goals identified in the USDA/FFAS Human Capital Plan are completed or progressing satisfactorily through the third quarter of 2004.

Furthermore, FSA HR is supporting the implementation of the Budget & Performance-based Management System (BPMS) / Logic Model; and facilitated the inclusion of two Human Capital Management supporting the programmatic goals of FSA, reduce cycle time to fill vacancies and reduce %of skills gaps in mission critical occupations. The model will provide data to effectively meet one of the major 'Proud-To-Be' milestones – SES, Manager, and employee linkage to their Performance Plans.

FAS and RMA have included human capital management initiatives in their respective long term (draft) Strategic Plans. FFAS Human Resources remains active regarding the major USDA Human Capital Plan upgrade for FY 2004-2008.

To help communicate the Human capital Plan, the QAR and Scorecard for the agencies are posted quarterly on the FFAS Human Resources Intranet site along with the link to the Human Capital Plan and several other human capital management documents. FFAS HR facilitates the preparation and communication of the Quarterly Activity Report / Scorecard items among agency leadership ensuring the routine collaboration of human capital management activities.

- 1.A.2.0 X Completed/Ongoing** ☐ **Progressing** ☐ **No Progress** (OMB reference: Human Capital strategies are linked to agency mission and goals)
Align human capital plan elements with agency strategic plan/annual performance plans.
Timeline: 1st Qtr FY03 start discussion with ongoing activities

STATUS: 3Q FY04 UPDATE: For FY 2004, HR has identified 43 projects to support the accomplishment of agency programmatic goals. The Q3 review indicated that 7 projects are currently completed and the others are on schedule. Priority projects scheduled for the remainder of the third quarter and fourth quarter involve completion of the Training & Development Strategy that addresses the skill gaps in mission critical occupations and leadership succession plans, updating the workforce plan and facilitating SES/managers performance plan linkage to the respective agency strategic plans.

- 1.A.3.0 X Completed/Ongoing** ☐ **Progressing** ☐ **No Progress**
Set priorities for resources and funding in accordance with the agency human capital plan. **Timeline:** 3rd Qtr FY03, review 3rd Qtr of each FY

STATUS: 3Q FY04 UPDATE: The Implementing Projects for FY04 include inputs (resources and funding) and are prioritized in collaboration with agency leadership. Results and status of these projects will be reviewed each quarter with the agency leadership and major customers. In addition, HR actively participates in the Activity Based Costing (Work Measurement) System to approximate its budget and performance against the agencies' major programs. The Human Capital investments for the FY04/05 Budget Year have been considered and approved that focus on the recruitment of mission critical occupations, diversity recruitment and leadership training to support the succession plans.

- 1.A.4.0 X Completed/Ongoing** ☐ **Progressing** ☐ **No Progress**
Participate in Department-wide collaboration efforts by providing representatives for working groups and forums, and sharing best practices. **Timeline:** 1st Qtr FY03 with ongoing activities

STATUS: 3Q FY04 UPDATE: FFAS representatives regularly participate in USDA Human Capital activities. For example, in the third quarter, an FFAS HR representative attended the Government Performance Summit, a *Driving Performance and Accountability in the Public Sector* seminar, a Corporate Leadership Council presentation on Human Capital Best Practices and a NAPA presentation regarding Balanced Scorecards.

2. Workforce Planning and Deployment: Institute a Department-wide practice of conducting workforce planning that enables the Department and our agencies to efficiently and effectively deploy the workforce, as well as prevent skills gaps.

- 2.A.1.0 X Completed/Ongoing** ☐ **Progressing** ☐ **No Progress** (OMB reference: Current and future skill gaps in mission critical occupations are identified and reduced)
Agency leadership and human resources staff collaborate to conduct workforce planning using the Department-wide model. **Timeline:** All agencies complete workforce plans by 4th Qtr FY04; Forest Service and Service Center agencies make progress in implementing by 2nd Qtr FY04; "Showcase" agencies (FSIS, NRCS, FNS, FSA) make progress in implementing by 2nd Qtr FY05; All other agencies make progress in implementing by 2nd Qtr FY06

STATUS: 3Q FY04 UPDATE: The preliminary FFAS Workforce Analysis (adapted from the Department-wide model) completed in FY03 remains the focal point for the strategic management of human capital in the Mission Area. The Training & Development Strategy is focused to address the skills gaps in 27 Mission Critical Occupations and the succession or continuity concerns for 24 Leadership Positions.

The FFAS Workforce Analysis review and update for years 2004-2008 is under development and scheduled to be completed in the 4th Quarter. This data will drive the development of the FY 2005 Recruitment and Training & Development Plans.

2.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress (OMB reference: Organization is restructured as appropriate to provide optimal service at lowest cost and respond to changing business needs; strategies include redeployment, layering, competitive sourcing, and E-Gov)

Develop and implement workforce restructuring plans, with program manager involvement, that incorporates competitive sourcing solutions and resource savings related to eGovernment efficiencies. **Timeline:** 4th Qtr FY02 with ongoing activities to be completed in 1st Qtr FY07

STATUS: 3Q FY04 UPDATE: Of the six initiatives, the administration of the Workers' Compensation Program has been successfully contracted, thus efficiently streamlined, and the Delegated Examining Unit function has been successfully centralized. The other four are in various stages of progress (E-Learning, Quick Hire, T&A Web System, Retirement Calculator).

RMA and FAS continue to review their organizational structures to identify opportunities for improvement. RMA continues to review its IT structure to improve its overall support of the agency. Additionally, FSA is directly supportive with the IT Convergence project and coordinating their efforts with OCIO. FSA estimates the transfer of function will involve approximately 275 IT personnel. The purpose of IT Convergence is to create a more efficient IT organization that can effectively aid the Service Center Agencies' business needs, support prior and future infrastructure projects, and be more efficient and coordinated for our public customers.

FAS merged the Strategic Planning unit with the Budget division, increasing the attention on Budget and Performance Integration initiatives.

2.A.3.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Provide updates to the Department on restructuring plans. **Timeline:** Begin 4th Qtr FY02, reporting in 1st Qtr FY03, activities to be completed 1st Qtr FY07

STATUS: 3Q FY04 UPDATE: Restructuring updates have not been requested from the Department in the 3rd Quarter. However, FFAS continues to review their organizational structures to identify opportunities for improvement.

3. Accountability System: Ensure USDA human resource programs are strategically aligned, effective, efficient, and in compliance with applicable laws and regulations (e.g., Veteran's Preference Act, Equal Employment Opportunity (EEO), Merit System Principles) and the PMA using a Department-wide accountability system.

3.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Participate in the development of USDA's HRM Accountability Program. **Timeline:** Begin 4th Qtr FY02, completion 1st Qtr FY03

STATUS: 3Q FY04 UPDATE: FFAS continues to provide data related to the USDA HCP companion document, the Accountability System Plan which includes a written quarterly report and a scorecard which measure the agency's progress towards the OMB/OPM Human Capital Standards and ensures consistent implementation of the Human Capital Plan.

3.A.2.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Systematically evaluate agency programs using processes, tools, and schedules contained in the USDA Accountability Program. **Timeline: 2nd Qtr FY03 with ongoing activities**

STATUS: 3Q FY04 UPDATE: FFAS continually engages the Human Capital Plan action strategies and timelines; and measures its outcomes in all nine improvement goals of the Human Capital Plan. In addition, FFAS posted the results of the Federal Human Capital Survey on the intranet and provided the results to each Agency Administrator.

3.A.3.0 X Completed/Ongoing ☐ **Progressing** ☐ **No Progress** (OMB reference: Human Capital program is guided by measurable outcomes)

Provide quarterly reports via the HC Plan reporting system on progress toward USDA Accountability Program goals and actions (once the reporting system is developed). **Timeline: 4th Qtr FY02 with ongoing activities**

STATUS: 3Q FY04 UPDATE: FFAS routinely completes the Quarterly Activity Reports and associated Scorecard according to the USDA Human Capital Plan; and is communicated through the agency's strategic human capital council and the Intranet. Supporting measures used to ensure the implemented programs are meeting the intended end outcomes include:

- The HR Customer Satisfaction Survey to continuously improve HR processes
- The Job Placement Survey to track the quality of new hires
- The Exit Interview Survey to develop possible retention strategies
- The FSA DAM GALLUP survey to increase the mission-focused engagement of the workforce
- The FSA Performance Management Culture Survey that focuses leadership initiatives to improve a results-driven performance culture, e.g., individual performance appraisal review, awards & recognition

Because of the FSA implementation of the BPMS/Logic Model, refined HR strategies and intermediate outcome measures have been identified that ensure Human Capital investments, activities, and resources directly support all three agencies' accomplishment of their particular organizational goals.

4. Talent Management: Align recruitment and retention strategies with workforce planning efforts to enhance the effectiveness of these efforts and close critical position and competency gaps.

4.A.1.0 X Completed/Ongoing ☐ **Progressing** ☐ **No Progress**

Develop and align agency-specific recruitment and retention plans with workforce planning and deployment plans; focus on mission-critical positions as well as existing and projected competency gaps. **Timeline: 4th Qtr FY03 with a review the 4th Qtr of each successive FY**

STATUS: 3Q FY04 UPDATE: The agencies' Deputy Administrators identified skills gaps for Mission Critical Occupations (current and future) and our future leaders. Specific strategies have been incorporated into Recruitment, Diversity, Training & Development, Succession, and Retention Plans to meet the skills requirements of Mission Critical Occupations. These strategies will be used to drive the HR Implementing Projects over the next few years.

As part of the Mission Area's improvement initiative to address the low response to the Federal Human Capital Survey (only 42% of our polled employees feel we are able to recruit people with the right skills), HR has implemented various programs or processes. For example, the Employee Placement Survey measures both the service level of human resources in acquiring skilled personnel and the quality of the new hire and their skills from the manager's perspective. Initial data indicates the quality of the new hire is adequate as is the human resources services level. But, the data reflects a need to

improve the orientation of new hires to the organization. Another program that has been implemented is the exit interview, focused on the reason why employees leave and when. The results will drive future retention, recruitment and training strategies.

4.A.2.0 X Completed/Ongoing ☒ Progressing ☐ No Progress

Train recruiters and supply the necessary materials to effectively represent the agency and USDA. **Timeline:** Began in FY02 with ongoing activities

STATUS: 3Q FY04 UPDATE: The FFAS agencies provided recruitment competency training to members of their Recruitment Committees and the Civil Rights Special Emphasis Program Managers who assist with recruitment outreach activities. HR continues to promote the Agencies to attract candidates targeted for mission critical occupations where skills gaps have been identified. In addition, the tasks and activities of the Recruitment Teams for FY04 will be defined and/or clarified this quarter in relation to FFAS Diversity plans and the FY04 planned accomplishments identified in the Recruitment Strategy. The FFAS recruitment activities will be leveraged with USDA sponsored activities to ensure economies of scale, e.g., job fairs at minority universities.

4.A.3.0 X Completed/Ongoing ☒ Progressing ☐ No Progress

Continue to explore and promote the use of HR flexibilities to recruit and retain employees and emphasize planning for their use in the budget cycle. **Timeline:** Began in FY02 with ongoing activities

STATUS: 3Q FY04 UPDATE: FFAS strategically uses available flexibilities to meet its recruitment and retention goals. The HR website has included a link to the OPM - Human Resources Flexibilities and Authorities in the Federal Government document to ensure consistent communications of flexibilities.

4.A.4.0 X Completed/Ongoing ☒ Progressing ☐ No Progress

Increase the use of senior leaders and program managers in recruiting activities, especially those focused on meeting diversity goals and filling mission-critical and competency-gap positions (e.g., at the university level and PMI program). **Timeline:** 3rd Qtr FY03 with ongoing activities

STATUS: 3Q FY04 UPDATE: Using the results of the Workforce Analysis, senior leaders have identified several recruiting activities to incorporate into the Recruitment and Diversity Plans. Leaders are involved in career fairs, developing selection criteria and long-term recruitment strategies. The FFAS Recruitment Strategy encourages and targets specific universities and outreach sources, the utilization of Career/Student Intern Programs and other 'feeder' organizations.

The FFAS Recruitment Strategy has been reviewed by the HR team during an intensive 2-day working session that discussed targeting specific universities and outreach sources, the utilization of Career / Student Intern Programs and other 'feeder' organizations that address current and future mission critical occupations.

FFAS HR has launched its Summer Recruitment Program that maximizes the use of the various student intern programs to acquire aspiring employees to begin developing a talent pool for future mission critical occupations, while concentrating on Hispanic, Asian American and Native American candidates.

5. Leadership Development and Succession Planning: Ensure leadership continuity and development through workforce planning and analysis, and optimal use of available tools and resources throughout the Department, to better achieve mission requirements.

5.A.1.0 ☒ **Completed/Ongoing** ☐ **Progressing** ☐ **No Progress** (OMB reference: Continuity of leadership and knowledge is assured through succession planning and professional development)

Include the leadership function (i.e., managers, supervisors, and SES cadre) in the workforce planning and analysis process to identify agency-specific position and competency requirements. **Timeline: 2nd Qtr FY03**

STATUS: 3Q FY04 UPDATE: The agencies' Deputy Administrators identified skills gaps for Mission Critical Occupations (current and future) and competency needs of our future leaders. Data has been incorporated into Recruitment Plans, Diversity Plans, Training & Development Programs, Succession Plans and Retention Plans; and will be used to drive HR Implementing Projects over the next few years. For example, RMA incorporated the "Speed-In-Business" technique to ensure an efficient and effective results-oriented agency. Also, FAS applies its Leadership Rotation Program ensuring the development of current and future leaders throughout the agency. For example, RMA has instituted a web-based training program for Phase 2 Loss Adjustment enhancing the mission critical skills necessary to efficiently and effectively administer their various programs.

5.A.2.0 ☐ **Completed/Ongoing** ☒ **Progressing** ☐ **No Progress** (OMB reference: Continuity of leadership and knowledge is assured through succession planning and professional development)

Develop agency-specific succession plans using a Departmental framework and toolkit. **Timeline: Begin 4th Qtr FY03, completion 1st Qtr FY04**

STATUS: 3Q FY04 UPDATE: The preliminary FFAS Workforce Analysis (adapted from the Department-wide model) completed in FY03 remains the focal point for the strategic management of human capital in the Mission Area. The Training & Development Strategy is focused to address the skills gaps in 27 Mission Critical Occupations and the succession or continuity concerns for 24 Leadership Positions.

The FFAS Workforce Analysis review and update for years 2004-2008 is under development and scheduled to be completed in the 4th Quarter. This data will drive the development of the FY 2005 Recruitment and Training & Development Plans.

FSA has completed the design and format of the Farm Loan Chief Training Program; and a planned kick off is scheduled in the 4th Quarter. FAS has institutionalized its Leadership Rotation Program (with GS-14/15 managers) that supports leadership development and succession planning of agency leadership.

The USDA Human Capital Scorecard is used to track and trend the leadership talent (back-up) pool for each career SES position at each agency. The current ratio of the number of back-ups to the number of SES leaders remains less than 1 to 1 against a target of 3 to 1. RMA has included this metric in its Strategic Plan emphasizing the importance of leadership development and succession planning. In addition, the FFAS Training & Development Strategy defines specific actions to increase the back-up or talent pool of agency leaders.

Where applicable, an FFAS representative(s) on the USDA e-Learning team will coordinate IT investments related to training and development activities. This is evident with the recent developments with AgLearn.

6. Knowledge Management and Employee Development: Ensure that the USDA captures and shares knowledge, and develops employee competence to better perform the Department's mission.

6.A.1.0 ☒ **Completed/Ongoing** ☐ **Progressing** ☐ **No Progress**

Actively participate in the USDSA e-Government, content/knowledge management effort, and implement Department's knowledge management strategy when complete. **Timeline:** 2nd Qtr FY03

STATUS: 3Q FY04 UPDATE: FFAS continues to actively support the USDA e-Learning initiative where the LMS (Learning Management System) and other web-based training systems are under review and implementation. Where applicable, an FFAS representative(s) on the USDA e-Learning team will coordinate IT investments related to training and development activities. This is evident with the recent developments with AgLearn.

6.A.2.0 ☐ **Completed/Ongoing** ☒ **Progressing** ☐ **No Progress**

Develop and/or implement a training strategy linked to workforce planning and deployment efforts that addresses standards for technology investments. **Timeline:** 4th Qtr FY03

STATUS: 3Q FY04 UPDATE: Using the results of the Workforce Analysis, senior leaders have identified several recruiting activities to incorporate into the Recruitment and Diversity Plans. Leaders are involved in career fairs, developing selection criteria and long-term recruitment strategies. The FFAS Recruitment Strategy encourages and targets specific universities and outreach sources, the utilization of Career/Student Intern Programs and other 'feeder' organizations.

The FFAS Recruitment Strategy has been reviewed by the HR team during an intensive 2-day working session that discussed targeting specific universities and outreach sources, the utilization of Career / Student Intern Programs and other 'feeder' organizations that address current and future mission critical occupations.

FFAS HR has launched its Summer Recruitment Program that maximizes the use of the various student intern programs to acquire aspiring employees to begin developing a talent pool for future mission critical occupations, while concentrating on Hispanic, Asian American and Native American candidates.

6.A.3.0 ☒ **Completed/Ongoing** ☐ **Progressing** ☐ **No Progress**

Participate in and support implementation of the ongoing eGovernment enterprise-wide efforts to establish a learning management system; implement the Department's Learning Management System (LMS) when available. **Timeline:** Began in FY02 with ongoing activities

STATUS: 3Q FY04 UPDATE: FSA, RMA and FAS continue to play a role in the e-learning initiatives of the USDA. The USDA Learning Management System (AgLearn) was linked to GoLearn in May 04; and the use of web-based training has demonstrated increasing usage, especially in the field locations. FSA headquarters has purchased user licenses to access all 1200 courses.

6.A.4.0 ☐ **Completed/Ongoing** ☒ **Progressing** ☐ **No Progress**

Assess the impact of agency training strategies on closing competency gaps and meeting business goals. **Timeline:** Begin in 4th Qtr FY04, with ongoing activities

STATUS: 3Q FY04 UPDATE: Ensuring employees in Mission Critical Occupations and our leaders have the right skills and competencies that contribute to a high-performing

organization is the basis for the Training & Development Strategy. Reviewing the results of the FY03 Workforce Analysis indicate several improvement opportunities. Specific HR projects have been identified to address these opportunities. The FFAS Human Capital Plan (and the Department's) supports and measures progress in these areas. For example, RMA has instituted a web-based training program for Phase 2 Loss Adjustment enhancing the mission critical skills necessary to efficiently and effectively administer their various programs.

7. Performance Management: Ensure the performance appraisal system is aligned with Departmental / organization mission accomplishment and is linked to employee development and recognition programs, ultimately improving individual and organizational performance.

7.A.1.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress (OMB reference: Performance appraisals for 100% of agency SES and manager positions will link to agency mission, goals and outcomes, effectively differentiate between various levels of performance, and provide consequences based on performance)
Link the performance management system (including performance appraisal, awards and recognition, and developmental needs) with organizational mission accomplishment for all employees starting with managers. When the linkage is established, educate and/or communicate to employees about the linkage. **Timeline: Begin 4th Qtr FY03, completion 1st Qtr FY04 with ongoing activities**

STATUS: 3Q FY04 UPDATE: FFAS has applied the SES Performance Appraisal System submitted by the Department that includes leadership/management, mission results, and civil rights as the mandatory critical elements. RMA, FSA and FAS participated in the training provided by HR to facilitate the linkage to their Performance Plans. HTI is currently working with Performance Management, Benefits & Awards to offer specific guidance to the GS 14-15 managers (approximately 400 employees) to identify and include specific performance measures that are directly linked to the respective agency's Strategic Plans. Agency mission / Strategic Plan linkage to the SES and GS 14/15 managers performance plans in RMA, FAS and FSA is progressing on schedule to meet the July Proud-to-Be date. Also, sample submissions to the Department have received positive remarks.

7.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress
Work with OHRM to assess the effectiveness of the agency performance management system (including performance appraisal, awards and recognition programs, and related development strategies), and ensure the system addresses performance distinctions.
Timeline: Begin 4th Qtr FY03, completion 2nd Qtr FY04

STATUS: 3Q FY04 UPDATE: An FFAS representative(s) is working with the Department to coordinate the assessment of the effectiveness of the agencies' performance management systems.

In addition, FSA leadership continues to incorporate the Performance Management Culture Model to aid in the long-term effort to transform its performance culture. Survey results have facilitated the management team to review the overall appraisal process and rewards & recognition programs.

8. Diversity Management, Equal Employment Opportunity, and Civil Rights: Ensure a diverse workforce with the necessary skills to accomplish the USDA mission and strategic goals.

8.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Ensure that diversity, civil rights, and EEO are properly aligned with and incorporated, as appropriate, into all strategic planning initiatives and annual performance plans. **Timeline:** 1st Qtr FY04

STATUS: 3Q FY04 UPDATE: OCR has a major presence in the Agencies' Strategic Plans and Annual Performance Plans (a.k.a. Budget Performance) with appropriate Performance Goals and Indicators. The FFAS Recruitment Strategy included input from OCR. The FFAS Training & Development Strategy includes a diversity focus as well.

8.A.2.0 X Completed/Ongoing ☐ **Progressing** ☐ **No Progress** (OMB reference: Workforce is diverse, including mission critical occupations and leadership; agency consistently measures and works to sustain diversity)

Incorporate diversity targets in workforce planning; continue to focus on attracting, hiring, developing, and advancing applicants and employees who are members of under-represented and socially disadvantaged groups. Ensure compliance with civil rights and EEO laws, merit systems principles, veteran's preference, and prohibited personnel practices. **Timeline:** 1st Qtr FY04

STATUS: 3Q FY04 UPDATE: Diversity targets have been identified by OCR and the RCLF/CLF is the standard metric. With the administration of the Workforce Plan, Recruitment Strategy, Training & Development Strategy and Affirmative Employment Plan, appropriate data are assessed routinely as are the compliance factors.

8.A.3.0 X Completed/Ongoing ☐ **Progressing** ☐ **No Progress** (OMB reference: Workforce is diverse, including mission critical occupations and leadership; agency consistently measures and works to sustain diversity)

Participate in Departmentwide information collection and sharing to facilitate compiling and disclosing data used in assessing compliance with civil rights, EEO, and related reporting requirements. **Timeline:** 2nd Qtr FY03

STATUS: 3Q FY04 UPDATE: In unison with the Recruitment and Training & Development Strategies, based on the Workforce Analysis, diversity issues have been addressed and minority representation data are assessed routinely as are the compliance factors.

Applying the results of the Workforce Analysis, HR and senior leaders have identified several recruiting activities to incorporate into the annual Recruitment, Training & Development, and Diversity Plans. For example, leaders getting more involved in career fairs, developing selection criteria and reviewing long-term recruitment strategies. For instance, the FFAS Recruitment Strategy has been reviewed by the HR team during an intensive 2-day working session that discussed targeting specific universities and outreach sources, the utilization of Career / Student Intern Programs and other 'feeder' organizations that address current and future mission critical occupations. Also, FFAS HR has launched its Summer Recruitment Program that maximizes the use of the various student intern programs to acquire aspiring employees to begin developing a talent pool for future mission critical occupations, while concentrating on Hispanic, Asian American and Native American candidates.

The FFAS agencies continue to provide recruitment competency training to members of their Recruitment Committees and the Civil Rights Special Emphasis Program Managers who assist with recruitment outreach activities. HR continues to promote the agencies to attract candidates targeted for mission critical occupations where skills gaps have been identified. In addition, the tasks and activities of the Recruitment Teams for FY04 have been defined for the second half of the FY and recruitment activities are leveraged with USDA/OPM sponsored activities to ensure economies of scale, e.g., job fairs at minority universities, etc. A detailed business plan / budget has been approved by the FSA Administrator to engage the FY 2004 Regional Recruitment Teams. All agencies continue recruiting and retention efforts for Hispanic, Native American, and Asian American employees.

The FFAS Year To Date (YTD) Minority Profile reflects the following status compared to the Relative Civilian Labor Force (RCLF) / Civilian Labor Force (CLF) statistics regarding the representation of the 5 major minority profiles trended by the Department:

- For Minority New Hires and Total Agency Workforce through 5/24/04:
 - FSA is on or above all 5 profiles with 142 new hires; 3 of 5 re: total agency workforce
 - FAS is on or above 3 of the 5 profiles with 20 new hires; 4 of 5 re: total agency workforce
 - RMA is on or above 1 of the 5 profiles with 6 new hires; 3 of 5 re: total agency workforce
 - Overall, FFAS is on or above 9 of 15 (5/agency) profiles with 168 new hires YTD.
- For Disabled New Hires through 5/24/04:
 - All three agencies continue to exceed the Department's average hiring rate (4.35%), but are below the 7.8% Hiring Rate.
 - The FFAS overall Hiring Rate through 5/24/04 is 6.08%.

9. Labor and Employee Relations and Conflict Management:

Prevent and successfully resolve employee disputes and maintain effective working relationships with labor organizations.

9.A.1.0 ☒ Completed/Ongoing ☐ Progressing ☐ No Progress

Incorporate basic Labor Management Relations (LMR) and labor contract administration training into new supervisor training or new labor contract orientation programs for supervisors and managers. **Timeline:** Began in FY02, completion 1st Qtr FY05

STATUS: 3Q FY04 UPDATE: FFAS provides LR training to new supervisors and provides as needed or as requested training to managers, i.e., HR orientation to new appointees. 'Changes to labor agreements' training is generally communicated by HR specialists to the individual manager.

9.A.2.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Establish an agency LMR strategy and plan that articulates program goals and actions the agency will take to address LMR issues and obligations that may arise in conjunction with agency program changes. **Timeline:** Began FY02, completion 1st Qtr FY04

STATUS: 3Q FY04 UPDATE: The Departmental LMR Strategic Plan is under review with HR. Currently, material changes, if any, to the labor agreements relative to program changes are identified and communicated to management through HR.

9.A.3.0 ☐ Completed/Ongoing ☒ Progressing ☐ No Progress

Participate in the development of the standardized electronic dispute record system and its eventual implementation. **Timeline:** Begin 4th Qtr FY03, completion 3rd Qtr FY04

STATUS: 3Q FY04 UPDATE: Departmental project under review. HR has identified a representative for the developmental team.

Date: 03/22/04

Prepared by: Joseph Migyanka (202-418-9083) Human Capital Management, HRD

HUMAN CAPITAL PLAN - SCORECARD (FY04 QTR 3)

Mission Area: Farm & Foreign Agricultural Services (FFAS)

Primary Contact: Joe Migyanka **Phone:** 418 9083 **E-Mail:** joe_migyanka@wdc.usda.gov

USDA Mission Area - Farm & Foreign Agricultural Services		FY04 SCORECARD						
Human Capital Management		1st Q	2nd Q	3rd Q	4th Q	FY04 Agency Target (1)	HC Plan Goal	Status
1. STRATEGIC ALIGNMENT & HUMAN CAPITAL PLANNING (Human Capital Management Standard; USDA Major Management Challenge)								
1a Human Capital Strategies integrated into the Agency's 5 year Strategic Plan and/or Annual Performance Plans, (as evidenced in Agency SP/APP per GPRA/OMB Circular A-11, Part 6). (YES or NO) (Mission Critical) USDA Strategic Plan Measure		NO 2 of 3	NO 2 of 3	YES 3 of 3		YES	YES FY04	G
2. WORKFORCE PLANNING & DEPLOYMENT (Human Capital Management Standard)								
2a Agency / Mission Area Workforce Plan developed and implemented, using the USDA endorsed model components. (YES or NO) USDA Strategic Plan Measure		YES	YES	YES		YES	YES FY04	G
3. ACCOUNTABILITY SYSTEM (Human Capital Management Standard)								
3a Number of USDA Human Capital Plan Improvement Goals the Agency / Mission Area shows progress as determined from Quarterly Accountability Report. (x of 9)		9	9	9		9	9 FY04	G
4. TALENT MANAGEMENT (Human Capital Management Standard; USDA Major Management Challenge)								
4a Skills Gap Rate of Mission Critical Occupations (n = #MCOs). (5 year look ahead Skills Gap / 5 year look ahead requirements) (Mission Critical) USDA Strategic Plan Measure and FY04 Annual Performance Indicator		27 Mission Critical Occupations with current and future skill gaps have been identified				UNDER REVIEW	UNDER REVIEW	n/a
5. LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING (Human Capital Management Standard; USDA Major Management Challenge)								
5a Retention Rate of employees in career GS-15 and SES positions. (100 minus separation % of career GS15 and SES) (Mission Critical)		100%	94.0%	100.0%		90%	95.0** FY07	G
5b Leadership Pool Ratio. (# of employees, GS-14 and above, enrolled in or completed a management development program or SESCDP compared to total career SES positions) (Mission Critical)		<1:1	<1:1	<1:1		1:1	3 : 1** FY07	Y
6. KNOWLEDGE MANAGEMENT & EMPLOYEE DEVELOPMENT (Human Capital Management Standard)								
6a Federal Human Capital Survey (FHCS) results for Agency / Mission Area 'Knowledge Management' questions (responses #45 through #60) at or above mean (50% Positive responses)		57.7%				50%	50% FY07	G
6b Number of Knowledge Management strategies developed, implemented and in use, (using the USDA endorsed KM Best Practices list). FY04 Annual Performance Plan Indicator		1	1	2		1	1 FY07	G
7. PERFORMANCE MANAGEMENT (Human Capital Management Standard; USDA Major Management Challenge)								
7a Federal Human Capital Survey (FHCS) results for Agency / Mission Area at or above mean (50% Positive responses). (Mission Critical)		55.8%				50%	50% FY07	G
8. DIVERSITY MANAGEMENT, EQUAL EMPLOYMENT OPPORTUNITY, and CIVIL RIGHTS								
8a Number of Agency (5 each) / Mission Area (15 total) Diversity categories met or exceeded the RCLF, as determined by USDA Employment Minority Profile by Organization report. USDA Strategic Plan Measure (HIRE PART Y: FAS 3/5, FSA 3/5, RMA no MCOs as of 02/01/04)		11 of 15	6 of 10	9 of 15		10 of 15	12 of 15	Y
8b Agency / Mission Area has active Diversity Outreach Strategies/Programs. (YES or NO)		YES	YES	YES		YES	YES FY04	G
8c Percent of EEO employment complaint investigations completed in less than 180 days. (Mission Critical) USDA Strategic Plan Measure and FY04 Annual Performance Plan Indicator; USDA Major Management Challenge		**	**	**		**	100% FY07	n/a
9. LABOR & EMPLOYEE RELATIONS and CONFLICT MANAGEMENT								
9a Federal Human Capital Survey (FHCS) results for Agency / Mission Area 'Leadership' question (response #25 - Complaints, disputes or grievances are resolved fairly in my work unit) at or above mean (50% Positive response).		36.8%				50%	50% FY07	Y
9b Usage of Mission Area WORKPLACE ADR Program. (Compared to last Quarter) Note: There is no target or goal. An increase in ADR cases generally reflects less formal administrative complaint processes.		n/a	Increase	Increase		Increase	Increase	n/a
9c Percentage of disputes resolved through USDA ADR EEO program. (# ADR cases resolved / # cases x 100)		**	**	**		**	** FY07	n/a
9d Unfair Labor Practices (ULP) Charges per Bargaining Unit Employee. (total ULP charges / total represented employees, permanent x 100)		0.00	0.93	0.03		0.27	.00** FY07	G
Notes: (1) Where Agency is noted, it includes the specific Agency, the DA Offices and/or the specific Mission Area. Target should be equal to Agency's FY Annual Performance Plan Targets where Human Capital Management Performance Goals and Indicators are included in the Agency's Annual Performance Plan (per GPRA/OMB Circular A-11). * Based on LMI study; measures to be adjusted after baseline is determined. ** = Measure currently under review by OHRM or not available (n/a)		status G = GREEN, ON TARGET			status Y = YELLOW, PROGRESSING TOWARDS TARGET		status R = RED, NO PROGRESS, BEHIND TARGET	